

**PROJECT OBJECTIVES, GOALS, AND IMPLEMENTATION (POGI)**  
**International Visitor Leadership Program ECA/PE/V-12-01**  
**Office of International Visitors**  
**Regional Programs Division, Multi-Regional Programs Division,**  
**and Voluntary Visitors Division**

The POGI guidelines apply specifically to the Request for Grant Proposals (RFGP) issued by the Office of International Visitors (ECA/PE/V) for the International Visitor Leadership Program (IVLP). Proposals for FY 2012 renewal of existing cooperative agreements must conform to instructions provided in the solicitation letter, the Guidelines stated in this document, and the standard PSI document.

Applications not adhering to the conditions set forth in this document may be deemed technically ineligible. These Guidelines are specific to the program mentioned above and are in addition to the Standard Guidelines outlined in the PSI. For proposals for FY 2012 renewal of existing cooperative agreements, if there is a perceived disparity between the standard and program-specific guidelines and the instructions provided in the solicitation letter, the solicitation letter is to be the dominant reference.

See Attachment I for a Glossary of IVLP terminology.

**I. STATEMENT OF WORK**

IVLP participants are current or potential foreign leaders in government, politics, media, education, science, non-government organizations (NGOs), the arts, and other fields. They are

selected by officers of U.S. embassies overseas, approved by U.S. Department of State (DoS) staff in Washington, D.C., and generally have had little or no prior significant exposure to the United States.

The award recipient is expected to develop substantive and highly-customized programs that offer IVLP participants a well-balanced, well-paced, and varied experience. These programs must make a significant contribution to the professional development of individual IVLP participants while meeting all DoS and IVLP foreign policy goals and objectives. Specific responsibilities include:

- A. Develop the full range of IVLP programs (Regional, Multi-Regional, and Voluntary Visitors) including Individuals, Individuals Traveling Together [ITT], Single-Country Projects [SCP], Sub-Regional Projects [SRP], Regional Projects [RP], and Multi-Regional Projects [MRP]) for participants from multiple regions of the world (Africa, East Asia, Europe and Eurasia, Near East, South and Central Asia, and Western Hemisphere).
- B. Arrange IVLP programs around the specific themes provided by DoS staff. Program themes typically include: (1) U.S. foreign policy, (2) U.S. government and political system, (3) economic development, (4) education, (5) media, (6) science and technology, (7) freedom of information, (8) NGO management, (9) women's issues, (10) tolerance and diversity, (11) counterterrorism, (12) democracy and human

rights, (13) rule of law, (14) international crime, and (15) environmental issues. This list is not all inclusive.

- C. Design programs of two to 21 days duration that are balanced, non-partisan, and representative of the diversity of American political, social, and cultural life. Balance and diversity should be reflected in itinerary, geography, and community size; the range of opinions and perspectives to which participants are exposed; the professional backgrounds of interlocutors; the ethnic, socio-economic, religious, and age diversity of the American people with whom participants meet; and other factors which may be of relevance to the particular subject or participant(s) for whom programming is being arranged.
- D. Plan and implement all Washington, D.C. programs (including appropriate and relevant appointments, site visits, and social/cultural experiences) assuming the majority of programs will commence in Washington. The Washington program should include a program orientation with an overview of the program theme and related issues, and a central examination of federal policies regarding these issues. Group programs should also allow sufficient time for an informal exchange session to allow participants to get to know one another. Award recipients are responsible for securing all appointments for the Washington, D.C. portion of the project unless otherwise specified.
- E. Develop program plans and itineraries which include visits

to approximately three to five regionally diverse U.S. communities including a combination of metropolitan and rural areas. Oversee the development of local programming in cities throughout the U.S. working with National Council for International Visitors (NCIV) affiliates, known as Councils for International Visitors (CIVs), in communities where they exist. If no NCIV affiliate exists in a community deemed vital for the success of the program, the award recipient must work with other local sponsors in the community to arrange appropriate programming. The National Program Agency (NPA) must contact CIVs or other local sponsors to discuss program themes, the availability of program dates, local resources, and logistics.

F. Work closely with DoS ECA/PE/V program officers who will guide the award recipient through program content issues for the full range of IVLP programs. A tremendous amount of consultation and coordination is required between ECA/PE/V and NPA staff for each type of IVLP program. The ECA/PE/V program officer exercises final authority in approving program design, pace, itinerary, and budget.

G. Work with English Language Officers (ELOs) and Interpreters (Is) to enhance the participants' experiences during IVLP programs. The ECA/PE/V program officer, through the Office of Language Services, arranges for the services of ELO/Is on a contractual basis with DOS for most IVLP programs. The award recipient is required to brief these officers on program goals and design when they are assigned to an IVLP

program and to work with them to ensure successful implementation of the program.

- H. Carry out all administrative, logistical, and reporting responsibilities as established by the assistance award and all relevant federal guidelines and circulars. Coordinate domestic travel plans, securing tickets for domestic air travel, arranging ground transportation, and making hotel arrangements for IVLP participants and ELO/Is. Manage funds and disburse per diem payments to IVLP participants and ELO/Is, and work with CIVs to coordinate program requests and information, local hotels and transportation arrangements, and other details to ensure smooth implementation of each program.
- I. Enroll IVLP participants in the DoS accident and sickness health coverage plan. (All participants on a J-1 visa are eligible for this coverage.) Handle emergency situations (medical or other) that may arise during an IVLP program in collaboration with the DoS.
- J. Maintain office technology capable of exchanging information electronically with all partners involved in the IVLP program. To facilitate communication with the DoS and local sponsors, the award recipient must have e-mail capability, Internet access, and the capability to electronically communicate with the DoS standard data exchange mechanism, the Electronic National Program Agency (eNPA) application, or the mandated standard data format

submission that is established as an interface to existing legacy systems. The eNPA software application allows NPAs to share information and data electronically through the DoS Exchange Visitor Database (EVDBe) and with the CIVs.

K. Prepare program booklets (itineraries) and other supporting documents (e.g., appointment requests and confirmations, participant welcome letters, and mailing labels) for participants in each IVLP program according to the standard ECA/PE/V format outlined in the IVLP Guidelines Manual. Drafts of the program booklets must be submitted to the ECA/PE/V program officer for review and approval. The eNPA software allows NPAs to develop the program book and other supporting documents and generate them directly into Microsoft Word.

L. Ensure program quality. Attend the program opening session with the ECA/PE/V program officer for a discussion of the substantive, logistical, and administrative aspects of the program. Closely monitor the progress of the program as it unfolds through frequent consultation with the DoS program officer and ELO/Is, and work with CIVs to adjust the program as necessary. Attend the program evaluation session for Regional (RP) and Multi-Regional (MRP) group projects as required and submit an evaluation report to the ECA/PE/V program officer.

See Attachment III for additional NPA Responsibilities and for Required Information to be Supplied to the Program Office.

## **II. PROGRAM-SPECIFIC GUIDELINES**

Though the scope of work and most NPA responsibilities are common across all types of IVLP programs, there are some important variations in the planning procedures and cycles of each type of program. Following is an overview of program-specific guidelines by type. See Attachment IV for a chart of IVLP Program Types.

### **A. INDIVIDUAL PROGRAMS, REGIONAL PROGRAMS DIVISION**

ECA/PE/V geographic branches are responsible for managing Individual IVLP programs. Individual programs are initiated by DoS overseas missions, which provide biographic information and substantive program suggestions; most individual programs last 21 days.

The NPA's work begins with a consultative conversation with the ECA/PE/V program officer in charge of the program at least two-to-three weeks before the participant's arrival. (Depending on a number of factors, planning may begin much earlier.) During this planning phase, the ECA/PE/V and NPA program officers discuss the Washington, D.C. appointments and a preliminary U.S. itinerary, which normally includes travel to three to four other communities. The program's prospective sub-themes and appointments at each itinerary stop are outlined at this stage. During this planning stage, the NPA program officer is responsible for contacting local sponsors in proposed

communities to discuss resources and confirm availability of program dates. Following consultations, the NPA will submit to ECA a proposed program outline that includes, at a minimum, cities, dates, themes and some program resources for the entire national program. The proposed program outline is due by 3:00 p.m. on Thursday one week ahead of the project opening. The ECA/PE/V program officer will e-mail the proposed plan to the U.S. mission that same day.

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5 3:00 pm Outline Due	6	7
8	9	10	11	12	13	14
15	16 Opening	17	18	19	20	21

The ECA/PE/V program officer must receive a draft of the entire program booklet, including complete details of the Washington, D.C. (or other first city) program and a calendar outline of the national program by 3:00 p.m. on the Wednesday prior to the project opening session (for Monday or Tuesday sessions).



SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4 3:00 pm Draft Due	5	6	7
8	9 Opening	10	11	12	13	14

Following the program opening session, the NPA staff is responsible for confirming the national itinerary, logistics, and program details in coordination with the local sponsors. The NPA staff then develops the final program booklet following IVLP guidelines. If deemed necessary, the NPA program officer may again meet with the participant on the last day of the Washington program to evaluate the Washington appointments, review the final program booklet and disburse airline tickets, car rental vouchers, and reimbursement forms.

**B. INDIVIDUALS TRAVELING TOGETHER (ITT), REGIONAL PROGRAMS DIVISION**

ITTs are programs for two to three individuals from

the same country or region who share common professional interests. As with Individual programs, ITTs are initiated by DoS overseas missions, which provide biographic information and substantive program suggestions.

The program development and implementation of ITT programs are similar to Individual programs. Shortly following the NPA program officer's consultation with the ECA/PE/V program officer and initial contact with the CIVs, the NPA program officer submits a brief draft program outline including cities, dates, themes, and some suggested program resources. As with Individual programs, the draft outline is due by 3:00 p.m. on Thursday one week ahead of the project opening. The ECA/PE/V program officer, in consultation with the nominating mission, reviews the outline. After the outline is approved or amended, the NPA program officer finalizes the Washington, D.C. appointment schedule and the entire national itinerary. NPAs are required to submit a draft of the complete program booklet according to the same schedule as Individual programs.

**C. SINGLE COUNTRY (SCP) AND SUB-REGIONAL (SRP) PROJECTS, REGIONAL PROGRAMS DIVISION**

ECA/PE/V geographic branches are responsible for overseeing the development of SCPs and SRPs. Like Individual and ITT programs, these projects are

initiated by DoS overseas missions. The difference between an SCP and an SRP is that the participants from an SCP come from the same country, while participants from an SRP come from two or more countries in the same region. The overseas missions submit detailed biographic information on each participant and program suggestions based on current mission strategic resource plan goals and participants' interests.

The NPA's work begins with a consultative session with the ECA/PE/V program officer approximately six to eight weeks before the group's arrival. ECA/PE/V and NPA program officers discuss program objectives, themes, and ideas for the national itinerary. Following this meeting, the NPA contacts CIVs to discuss the availability of program resources to carry out the themes planned for each city and to determine whether the projected dates for the program are acceptable. Using information provided by the local sponsors, the NPA program officer submits a proposal at least one month before the project opening. Proposals for SCPs and SRPs must include a budget which outlines enhanced project costs for the benefit of the participants, such as van or bus transportation, modest honoraria for speakers, books or subscriptions, rental of conference rooms, and a working luncheon.

After the proposal has been approved or amended by the DoS, the NPA proceeds with program arrangements. NPAs are required to submit a detailed draft project booklet three business days before the project opening session. If an SCP or SRP opens on a Monday, the draft is due by 3:00 p.m. Tuesday a week prior.

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3 3:00 pm Draft Due	4	5	6	7
8	9 Opening	10	11	12	13	14

**D. REGIONAL PROJECTS (RP), REGIONAL PROGRAMS DIVISION AND MULTI-REGIONAL PROJECTS (MRP), MULTI-REGIONAL PROGRAMS DIVISION**

ECA/PE/V geographic branches and the Multi-Regional Programs Division are responsible for developing an annual list of RPs and MRPs, respectively. For each RP and MRP, an ECA/PE/V program officer prepares a one-to-two page Preliminary Project Summary (concept paper). The summary states project dates and a general description, lists DoS project goals, specifies desired background of the participants, provides

additional program guidance, and is the starting point for the NPA to write a proposal. Shortly after a project is assigned to a national program agency (approximately ten to twelve weeks prior to a project start date), the NPA program officer attends a consultative meeting in person or by phone with the ECA/PE/V program officer to discuss project objectives, themes, types of participants, and ideas for the national itinerary. Proposals are submitted according to posted dates.

Proposals should include sub-themes for each U.S. community visit, beginning with overview sessions in the first city and continuing with a logical progression of the main project theme in other communities on the itinerary. At some point during the program, participants are usually divided into subgroups for team visits to different cities or towns. Proposals for RPs and MRPs must include a budget, which outlines enhanced project costs for the benefit of the participants, such as van or bus transportation, modest honoraria for speakers, books or subscriptions, rental of conference rooms, and a working luncheon.

Proposals are reviewed for both substantive content (see Attachment V for ECA/PE/V Checklist for Assigned Group Projects) and budget by ECA/PE/V staff to screen for compliance with program guidelines and to identify

budget issues or inconsistencies. Eligible proposals may also be reviewed by three DoS officers outside of the IVLP. Following approval, the ECA/PE/V program officer provides guidance on design and/or modifications.

NPAs are required to submit to ECA/PE/V program officers a detailed draft project booklet for these pre-planned programs according to the following schedule:

If the opening is on a Monday, the draft is due by 3:00 p.m. Friday, a week prior.

**RP + MRP**

SUN	MON	TUE	WED	THU	FRI	SAT
1	2	3	4	5	6 3:00 pm Draft Due	7
8	9	10	11	12	13	14
15	16 Opening	17	18	19	20	21

ECA/PE/V program officers conduct a review and

evaluation session with participants at the end of each RP and MRP, and their impressions and conclusions are shared with DoS overseas missions. If the ECA/PE/V program officer approves, the NPA program officer will also attend the final evaluation session. NPA program officers are required to submit project evaluation reports on any such sessions they attend.

**E. VOLUNTARY VISITOR PROJECTS, VOLUNTARY VISITORS  
DIVISION**

Candidates for Voluntary Visitor (VolVis) projects are nominated using the same selection criteria as candidates for other IVLP projects. Their projects are distinguished from these other projects by several important factors:

1. While Regional and Multi-Regional Programs Division projects generally last 21 days, VolVis projects usually are limited to 2-10 days.
2. Some VolVis participants come to the U.S. for other professional or personal reasons. VolVis programs are coordinated before or after these other activities.
3. Funding for VolVis projects is limited. Participants receive no financial assistance for their international travel and some also pay their own expenses during their U.S. program.

4. The planning cycle is shorter for VolVis projects than for other IVLP projects.

About two-thirds of all VolVis projects are arranged directly by the ECA/PE/V/F program staff rather than by an NPA. When assigned to an NPA, the NPA program officer should consult with the ECA/PE/V/F program officer as far in advance as possible regarding the U.S. program.

**F. PL 80-402 TRAINING FELLOWSHIP PROGRAM, COMMUNITY  
RESOURCES DIVISION**

The PL 80-402 Training Fellowship Program provides training and development opportunities for foreign national government employees. The program, which includes a 3½ day cultural orientation program, and final placement at appropriate federal, state, or local government facilities, is longer in duration than IVLP programs, typically lasting 3-6 months or, in some cases, up to one year. Participants for the program are carefully selected by their foreign personnel authorities, principally the Japan National Personnel Authority, and subsequently interviewed by the DoS staff at the post. Nominees are individuals with strong potential for leadership who are expected to engage in policy planning and coordination for their government.



The participants require professional placement at federal and state/local government agencies and/or private sector organizations. Program agencies, in cooperation with the Office of International Visitors and U.S. missions, develop and design the programs via the participant's outlined proposal. The NPAs arrange appropriate placements in the federal government or at state and local facilities and work with CIVs to secure placement for participants.

### **III. PROPOSAL CONTENTS**

Applicants should submit a complete and thorough proposal describing the program in a convincing and comprehensive manner. Since there is no opportunity for applicants to meet with reviewing officials, the award recipient should relate the proposal as clearly as possible to the Review Criteria set forth in the renewal solicitation letter, as appropriate.

The proposal should describe how the organization intends to carry out the Statement of Work contained earlier in this section. The proposal should demonstrate a clear understanding of the work to be undertaken and outline the responsibilities of all key personnel involved. The proposal should set forth in detail the award recipient's management approach and work plan/timeframe.

Proposals should address succinctly, but completely, the elements described below and must follow all format

requirements. Proposals should include the following items:

**TAB A: Application for Federal Assistance Cover Sheet (Form SF424)**

See the attached Proposal Submission Instructions (PSI).

**TAB B: Executive Summary**

In two double-spaced page, provide the following information:

1. Name of organization/participating institution(s)
2. Beginning and end dates of the program
3. Proposed themes
4. Nature of activity
5. Funding level requested from the Bureau, total administrative cost, and total cost sharing from applicant and other sources
6. Scope and Goals
  - a. Description and approximate number of participants; approximate number of projects
  - b. Wider audience benefiting from program (overall impact)

- c. Expected geographic diversity of program, both in the U.S. and overseas
- d. Fields covered (anticipated program themes)
- e. Anticipated results (short and long-term)

**TAB C: Narrative**

In 20 double-spaced, single-sided pages, provide a detailed description of the program including:

- 1. Vision (statement of need, objectives, goals, benefits)
- 2. Program Activities
- 3. Program Evaluation
- 4. Project Management
- 5. Work Plan/Timeframe
- 6. Lessons Learned

**TAB D: Budget Submission**

Provide a detailed budget for administrative expenses only. Administrative costs are those costs that include applicant's staff salaries, benefits, telephone, fax, printing, office supplies, etc.

All overhead costs associated with the program (for supervision, financial management, and other overhead expenses) are to be included in the proposal and

should be controlled, reduced, or shared. The costs of support/central office in any parent agency (whether covered through an indirect costs' rate or as a direct cost) should be limited or cost shared to the extent possible. Concrete plans to streamline operations covered by overhead and non-program staff functions should be described in proposal submissions. (See Budget Guidelines in the PSI document.)

The budget should be based on the type of IVLP program and the suggested preparation time, as follows:

PROGRAM TYPE	PREPARATION TIME (DAYS)
Regional Programs	
Individual	12
ITT	14
SCP	20
SRP	20
RP	40
Multi-Regional Programs MRP	40
Voluntary Visitor	
Individual	8
Group	12

The stated preparation time is only a guide. The recipient is ultimately responsible for programming the specified or agreed upon number of participants in the final cooperative agreement. Budget submissions should include the types and numbers of

projects the applicant proposes to program during the agreement period. For proposals for renewal of existing cooperative agreements, base budget submissions on the number of participants specified in the solicitation letter.

Include as part of the budget proposal plans for most or all of applicant's staff to attend the annual NCIV national meeting in Washington, D.C., and for some of applicant's staff to attend two regional NCIV meetings in other U.S. cities.

For the budget presentation, submit a six-column budget including the following information:

**SAMPLE BUDGET FORMAT:**

Column 1	Approved FY <u>2011</u> Bureau Funding Level
Column 2	FY <u>2011</u> Actual Budget (Actual expenses
Column 3	FY <u>2012</u> Bureau funds request
Column 4	Amount of Cost Sharing in FY <u>2012</u>
Column 5	Total FY <u>2012</u> Budget (Total of columns 3 and 4)
Column 6	Percent of Difference Between Columns 3 and 1 (Indicate with +/-)

**TAB E: Past Performance References/Resumes**

Resumes of all program staff should be included in the submission. No resume should exceed two pages.

**TAB F: Attachments**

1. Copy of IRS notification of current tax-exempt status
2. Form SF-424B
3. **Please note:** Effective January 7, 2009, all applicants for ECA federal assistance awards must include in their application the names of directors and/or senior executives (current officers, trustees, and key employees, regardless of amount of compensation). In fulfilling this requirement, applicants must submit information in one of the following ways: Those who file Internal Revenue Service Form 990, "Return of Organization Exempt From Income Tax," must include a copy of relevant portions of this form. Those who do not file IRS Form 990 must submit information above in the format of their choice.

In addition to final program reporting requirements, award recipients will also be required to submit a one-page document, derived from their program reports, listing and describing their grant activities. For award recipients, the names of directors and/or senior executives (current officers, trustees, and key employees), as well as the one-page description of grant activities, will be transmitted by the State Department to OMB, along with other information required by the Federal Funding Accountability and Transparency Act (FFATA), and will be made available to the public by the Office of Management and Budget on its USASpending.gov website as part of ECA's FFATA reporting requirements.

4. Include other attachments, if applicable, i.e. the SF-LLL form, etc.

#### **IV. REVIEW PROCESS**

Eligible proposals will be subject to compliance with Federal and Bureau regulations and guidelines, and forwarded to Bureau grant panels for advisory review. Proposals may also be reviewed by the Office of the Legal Adviser or by other Department elements. Final funding decisions are at the discretion of the Department of State's Assistant Secretary for Educational and Cultural Affairs. Final technical authority for assistance awards (grants or cooperative agreements) resides with the Bureau's Grants Officer. The Bureau reserves the right to reduce, revise, or increase proposal budgets in accordance with the needs of the program and the availability of funds.

#### **V. REVIEW CRITERIA**

The submission will be reviewed according to the following criteria:

- A. **Evidence of Understanding/Program Planning:** The proposal should convey that the applicant has a good understanding of the overall goals and objectives of the IVLP. It should exhibit originality, substance, and precision, and be responsive to the requirements stated in the renewal solicitation letter. The proposal should contain a detailed and relevant work plan that demonstrates substantive intent and logistical capacity. It must adhere to the statement of work and program guidelines described in the solicitation letter and this document.

- B. Support of Diversity:** Proposals should demonstrate substantive support of the Bureau's policy on diversity. Achievable and relevant features should be cited in both program administration (selection of program resources and interlocutors, program venue, etc.) and program content (orientation and wrap-up sessions, program meetings, resource materials, and follow-up activities).
- C. Institutional Capacity:** The award recipient must have a Washington, D.C. presence. Applicants who do not currently have a Washington, D.C. presence must include a detailed plan in their proposal for establishing such a presence by October 1, 2011. The costs related to establishing such a presence must be borne by the award recipient. No such costs may be included in the budget submission in this proposal. The proposal should clearly demonstrate the applicant's capability for performing the type of work required by the IVLP and how the institution will execute its program activities to meet the goals of the IVLP. It should reflect the applicant's ability to design and implement, in a timely and creative manner, professional exchange programs which encompass a variety of project themes. Proposed personnel and institutional resources should be adequate and appropriate to achieve the program goals. The proposal must demonstrate that the applicant has or can recruit adequate and well-trained staff. All recipients must be able to submit their IVLP program and national itinerary data electronically to the DoS by utilizing either the eNPA tool provided by the Department or the mandated standard



data format submission that has been established as an interface to existing legacy systems.

**D. Institution's Record/Ability:** The proposal should demonstrate an institutional record of a minimum of four years of successful experience in conducting IVLP or other professional exchange programs, which are similar in nature and magnitude to the scope of work outlined in this solicitation. The applicant must demonstrate the potential for programming IVLP participants from multiple regions of the world. Applicants must demonstrate that their organizations will consult with DoS program officers on a regular basis to ensure that the assigned visitor projects will consistently meet program objectives. Proposals must demonstrate an institutional record of successful exchange programs, including responsible fiscal management and full compliance with all reporting requirements for past Bureau cooperative agreements as determined by Bureau Grants staff. The Bureau will consider the past performance of prior recipients and the demonstrated potential of new applicants.

**E. Project Evaluation:** While program agencies do not have sole responsibility for program evaluation, proposals should describe how the program agency will evaluate the activity's success, both as the activities unfold and through required reporting at the conclusion of group programs, and address how lessons learned will be incorporated in future program planning. A description of the methodology to be used to link outcomes to

original project objectives is strongly recommended.

- F. Cost-effectiveness:** The overhead and administrative components of the proposal, including salaries and honoraria, should be kept as low as possible. This includes acquiring and retaining capable staff. All other costs, such as building maintenance, should be necessary and appropriate.
- G. Cost-sharing:** Proposals should maximize cost-sharing through other private sector support as well as institutional direct funding contributions.

#### **VI. ADHERENCE TO ALL REGULATIONS GOVERNING THE J VISA**

The Bureau of Educational and Cultural Affairs place critically important emphases on the security and proper administration of Exchange Visitor (J visa) Programs and adherence by grantees and sponsors to all regulations governing the J visa. Therefore, proposals should demonstrate the applicant's capacity to meet all requirements governing the administration of Exchange Visitor Programs as set forth in 22 CFR 62, including the oversight of Responsible Officers and Alternate Responsible Officers, screening and selection of program participants, provision of pre-arrival information and orientation to participants, monitoring of participants, proper maintenance and security of forms, record-keeping, reporting and other requirements.

ECA will be responsible for issuing DS-2019 forms to participants in this program. A copy of the complete regulations governing the administration of Exchange Visitor (J)

programs is available at <http://exchanges.state.gov> or from:

Office of Designation, Private Sector Programs Division  
U.S. Department of State  
ECA/EC/D/PS, SA-5, 5<sup>th</sup> Floor  
2200 C Street, NW  
Washington, DC 20037

## **VII. DIVERSITY**

Pursuant to the Bureau's authorizing legislation, programs must maintain a non-political character and should be balanced and representative of the diversity of American political, social, and cultural life. "Diversity" should be interpreted in the broadest sense and encompass differences including, but not limited to ethnicity, race, gender, religion, geographic location, socio-economic status, and disabilities. Applicants are strongly encouraged to adhere to the advancement of this principle both in program administration and in program content. Please refer to the review criteria under the 'Support for Diversity' section for specific suggestions on incorporating diversity into the total proposal. Public Law 104-319 provides that "in carrying out programs of educational and cultural exchange in countries whose people do not fully enjoy freedom and democracy," the Bureau "shall take appropriate steps to provide opportunities for participation in such programs to human rights and democracy leaders of such countries." Public Law 106 - 113 requires that the governments of the countries described above do not have inappropriate influence in the selection process. Proposals should reflect advancement of

these goals in their program content, to the fullest extent deemed feasible.

**VIII. APPLICATION SUBMISSION**

The solicitation letter indicates the date the complete proposal is due and the manner in which proposals must be submitted. There are NO EXCEPTIONS to the stated deadline. For further information regarding this program or renewal solicitation, contact Patricia Johnson, Program Analyst, Community Resources Division, (ECA/PE/V/C), Office of International Visitors, by e-mail at: [JohnsonPA2@state.gov](mailto:JohnsonPA2@state.gov).